ROLE AND INFLUENCE OF ORGANIZATION CULTURE IN DRIVING INNOVATION IN SERVICE INDUSTRY

SYNOPSIS

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2. INTRODUCTION

In recent times, there has been a lot of academia and industry thrust on 'innovations', primarily to see how innovations can be effectuated through a unique organizational culture to produce long-term benefits. Since organizational innovation is considered an essential requirement for technological innovation, it is critical to consider the influence of endogenous organizational cultural forces, including learning capacity, values, interests, and power, on organizational innovations and transformation. On this premise, this study intends to assess the Organizational culture dimensions along the lines of the widely acclaimed OCTAPACE* dimensions as pioneered by Udai Pareek. Moreover, this study aims to examine the antecedent factors shaping the organizational culture and thereafter it will importantly understand the impact of the OCTAPACE Organizational culture dimensions on innovation capabilities. It reconciles with the fact that it is actually the employees who foster innovation through their unique attitude, competencies and shared vision and goals and not just the implementation of innovations therein.

The main takeaways will relate to the delineation of the unique Organizational culture as perceived by the employees; the relationship between each of these specific Organizational culture dimensions and their innovation capabilities. This will be in line with the prior studies; however, it will lend important practical implications to the organizations as to how to reinforce innovation in this dynamic competitive scenario through managing its employees and thereby building a conducive organisational culture.

OCTAPACE* (Openness, Confrontation, Trust, Authenticity, Pro Action, Autonomy, Collaboration, Experimentation)

2.1 Introduction

Organizational culture is dependent on building blocks around values and beliefs shared by employees. It has been said that employees view the organization's commitments and expectations via this lens. Within organizations, one of the best managerial control methods is culture.

The role of organizational culture in driving organizational performance is gaining significant consideration, especially in the present competitive environment. Organizations have realized the virtue of culture and its inferences in driving organizational performance.

Against this backdrop, the study intends to assess the Organizational culture dimensions along the lines of the widely acclaimed OCTAPACE dimensions as pioneered by Udai Pareek. Moreover, the current study aims to examine the antecedent factors shaping the organizational culture and thereafter it will importantly understand the impact of these eight OCTAPACE Organizational culture dimensions on innovation capabilities.

3 EXPECTED NEW KNOWLEDGE

Researchers have long been interested in studying organizational culture. While innovation is commonly acknowledged as a key source for each corporation to grow and develop, organizational culture is said to have a significant impact on innovation. There has been little research connecting organizational innovative capabilities with organizational culture aspects, despite the abundance of studies on organizational culture. So, it is imperative to conduct this study examining in-depth the organizational culture that persists in the organization and more saliently to study the effect of important dimensions of organizational culture such as strategy, openness, confrontation, trust, authenticity, proactiveness, autonomy, collaboration, experimenting that encourage innovation in the organization. The present study attempts to plug this gap in the extant literature and probe into the antecedent factors shaping its organizational culture and thereby its influence in driving innovation of organizations by focusing on values, ethos and beliefs through the OCTAPACE framework.

4 LITERATURE REVIEW

Many research studies have demonstrated a positive impact of organizational culture on employees. Organizational culture has been associated with other constructs like organizational commitment, learned helplessness, employee engagement, HRD climate, managerial effectiveness, organizational role stress, organizational performance, etc. in the past. Some of these studies are mentioned as follows:-

Comparing public sector companies to private sector ones, Solkhe (2013) discovered that the public sector places a higher value and belief on eight characteristics in his study on organization culture using the OCTAPACE profile tool. According to his study's findings, there is positive intra-correlation among the eight morality. The relationship between confrontation and trust showed the most positive correlation, suggesting that employee confrontation builds trust inside the company. The only factor that correlated negatively with authenticity, confrontation, and trust was autonomy. A low score for trust and autonomy was revealed by the mean scores of the eight ideals, which was in line with the outcomes attained by

According to Famina (2009) and Jafri (2012), who studied the Kerala State Financing Enterprise, Proaction, Collaboration, and Experimentation had the greatest mean scores, while Trust had the lowest mean scores. The findings showed that top management and the organization's leader do not encourage and sustain a culture of trust among employees. In their study on organizational culture in the commercial sector, Sharma and Sharma (2010) discovered a favourable correlation between charismatic leadership and organizational culture.

Jafri (2012) demonstrated in his research the relationship between three different kinds of commitments and culture. Essentially, ethos consists of Pro action and Openness. In organizations, it was discovered that the Pro-action dimension was the best indicator of sustained commitment. It also demonstrates the strong impact that autonomy and collaboration have on affective commitment.

Previous research mostly used the OCTAPACE factors to measure organizational

culture across a range of organizations. In his research on the impact of training on HRD culture, climate, and values, Kumar (1997) discovered that the majority of the "OCTAPACE" values in the sample organization were regarded as being above the "low" threshold. The 'OCTAPACE' culture hasn't fully taken hold in certain situations, though.

The OCTAPACE profiles of India's banking and IT sectors were compared by Azmi and Sharma (2007). According to the survey, banks have mean scores that are somewhat above average when it comes to confrontation, trust, authenticity, autonomy, and collaboration.

On the contrary, Pareek (1997) established that the mean score of IT companies on Openness, Proaction and Experimentation is found to be towards the higher end of the norms. The findings imply that, while there are no appreciable cultural differences between the two industries, there may be notable variations within IT companies, but not within the banking sector as a whole.

Sheth (2005) suggested the OCTAPACE culture as a change agent for HRD intervention. In his study, he found employees' perception of environmental change at a slow pace, lack of employee commitment to learning, and lack of investments in developing employee competencies and motivation, as some of the difficulties being faced by organizations in the changed situation of liberalization, privatization and globalization.

Using the OCTAPACE profile, Saxena and Shah (2008) investigated organizational culture and discovered how it affected R&D professionals' attributions of learned helplessness. The Learned Helplessness attributions have a negative relationship with organizational culture characteristics. All eight of the dependent variables are shown to be highly correlated with one another and to form a distinct dimension that may be used to express additional attributions.

Wallach (1983) conducted research on the strength of organizational culture and how it related to managers' perceptions of success, effectiveness, and organizational performance in private-sector businesses. Individual effectiveness and success,

organizational performance, and organizational culture were found to be positively correlated. Organizations with strong cultures outperformed those with weak cultures in terms of performance.

According to Jain, Mehta, and Bagai's (2014) analysis of data collected from Indian nationalized bank employees, openness and confrontation were seen as having a greater value in companies. This goes contrary to research by Raval (2014), which indicates that workers in the banking industry placed a lower importance on openness. Raval went on to illustrate the disparity in employees' perceptions by making comparisons between the cultural ethos of the banking and hotel industries. The study's conclusions show that whereas the banking industry scores poorly on these principles, the hotel sector scores incredibly high on openness, Pro-action, and experimentation.

Organizational Innovation

The dynamic and ever-changing competitive landscape is continuously posing a challenge of survival to the organizations. Successful organizations thrive on their ability to create innovation as a core competence and the ones who fail to rise to the occasion parish. Management scholars have positioned innovation capability at the core of a company’s performance.
Schumpeter has approached innovation in a more holistic way wherein all the successful building blocks of the organization like new methods of production, a new source of supply chain or for that matter new organization structure, etc are integral parts of innovation. He has further summarized the concept as ‘doing things differently’. Conversely, innovation is defined by Rogers (1995) as an idea, practice, or thing that a person or other adoption unit believes to be novel.

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In addition to assessing newly created goods or market possibilities, measuring overall innovation also involves prescribing the fundamental components of innovation results, such as process innovation, behavioural innovation, and strategic

innovation orientation. This established organizational construct advances the measurement of an organization's capacity for innovation. It can determine and measure organizational innovation's advantages and disadvantages at the level of important constituents. Instead of focusing on "too many aspects of multidimensional but unidentified areas," it assists an organization in overcoming weaknesses that are identified at the component level.

An organization's overall level of innovation is determined by five key categories, according to Catherine and Pervaiez (2004). These include innovation in the form of products, markets, processes, behaviour, and strategy. These are the five interconnected aspects. Specifically, there is a relationship between product and market innovation. Strategic innovation emphasizes an organization's capacity to recognize external opportunities in a timely manner and match those opportunities with internal capabilities in order to deliver innovative products and explore new markets or market sectors. Behaviour and process innovation, on the other hand, are internally focused and emphasize the need for product and market innovation.

According to Tushman and O'Reilly (1997), organizational culture is the foundation of organizational innovation, and successful businesses are able to incorporate innovation into their management practices and organizational culture. Organizational culture has an impact on how much support, encouragement, and implementation of creative solutions are given (Kenny and Reedy, 2007). According to Martin and Terblanche (2003), creative cultures foster novel approaches to problem-solving and representation. Based on these studies, it can be said that there is a relationship between organizational culture and innovation, with organizational culture acting as both an important predictor and a promoter of innovation.

4.1 Research Objectives

The main objectives of this study will be

- To examine the factors of the organizational culture and innovation capabilities in the organisation.

- To assess the level of the eight OCTAPACE Organizational culture dimensions as perceived by the employees.
- To compare the perceptions of employees regarding organisational culture affecting the innovation capabilities with respect to their demographics.
- To understand the impact of these eight OCTAPACE Organizational culture dimensions on an organization's capabilities.
- To propose a model for organisation culture and innovation capabilities.

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4.2 Conceptual Framework & Hypotheses Formulation

1.5.1 Organization Culture and OCTAPACE

Pioneered by Pareek (1997), the OCTAPACE profile has been broadly utilized for measuring the prevalence of ethos which includes Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Experimentation in an organization. It represents the extent to which these 8 ethos are promoted in organizations and how these are perceived by their employees.

According to Pareek,

- The free sharing of one's thoughts and feelings and their natural expression are two characteristics of openness. It may depict the practice of taking and giving feedback or criticism without any apprehension in the organization. This dimension shows the readiness of the management and the employees to adapt to the requirements of the situation.
- Confrontation means facing rather than shying away from difficulties and problems. It also depicts the profound analysis of interpersonal problems. It represents the tendency of an individual to face challenges and problems in spite of all odds.
- Trust is reflected in how employees maintain the confidentiality of data/ information shared by other members and do not misuse it. Trust among employees brings a sense of assurance that others will not act opportunistically. It instils a climate of mutual obligation and commitment. The degree of Trust and its absence among the various members and groups in the organization affect the climate of the organization to a large extent. The

extent to which the organization believes in its people is reflected in the rules of the organization and control measures; the greater the control, the lesser the trust (Pestonjee& Desai, 1993).

- Credibility is defined as being consistent in one's thoughts, feelings, and actions. It is reflected in accepting one's mistakes without defensiveness and transparency in the sharing of feelings. Sometimes it is observed that it goes hand in hand with Openness in the organization. If employees follow Authenticity in their behaviour, the chances of distortion of information get reduced in the organization.
- Proaction means taking a meaningful initiative and preventive action, and calculating the payoffs of an alternative course before taking action (Pareek, 1997). It shows the willingness of employees to take meaningful steps until the goals are achieved. They believe in taking significant action before the need arises in the organization.
- The ability to plan and act independently in one's own domain is what is meant by autonomy. It entails upholding and promoting both role and individual autonomy. It encourages workers to feel responsible for their actions. Autonomy refers to reducing the practice of seeking approval for every planned action.
- Helping others and asking others for help is collaboration. It entails exhibiting cooperation and collaborating to solve challenges as individuals and as organizations. It promotes the team's efficacy, improves communication and results in optimum resource sharing in the organization. Automatically, it decreases the avenue of illegitimate politics and stress in the organization. Better Collaboration leads to the participation of more employees in decision-making and implementation in the organization.
- Using and promoting creative problem-solving techniques, utilizing feedback to make improvements, adopting a new perspective, and encouraging creativity are all examples of experimenting. It will encourage the climate of innovation and change which is today's requirement in any organization.

It is noted that these eight ethos can act as a catalyst in improving employees' morale and their performance. Openness combined with Proaction encourages self-expression

and the discovery of new approaches. If employees have high team efficacy, it provides the strength of the organization to perform. Confrontation of problems increases the problem-solving capacity of groups and the organization. Trust and Authenticity reduce negative emotions and undue stress among people in the organization. When employees mean what they say, annoyance gets reduced. Autonomy and Experimentation provide opportunities for people to create organizational spaces for themselves.

Against this backdrop, this study intends to evaluate and compare the eight cultural ethos in the organization. In light of the objectives of the study, the following null hypothesis and alternative hypotheses have been proposed.

H_0 1: There is no significant difference among the eight ethos of the OCTAPACE profile affecting the Organization's innovation.

Ha 1: There is a significant difference among the eight ethos of the OCTAPACE profile affecting the Organization's innovation.

H_0 2: There is no significant difference in the mean score of cultural value and belief as perceived by the different employees on the basis of demographics.

H_a 2: There is a significant difference in the mean score of cultural value and belief as perceived by the different employees on the basis of demographics.

H_0 3: There is no significant relationship between the dimensions of organisational culture dimensions and the Organization’s innovative capabilities

Ha 3: There is a significant relationship between the dimensions of organisational culture dimensions and the Organization’s innovative capabilities

All the hypotheses will be tested at a 95% confidence level using suitable statistical techniques.

4.3 Research Methodology

This study will be carried out in the organizations in Delhi/NCR. In order to collect data on employees' perception towards organisational culture, a standardised questionnaire will be prepared using the OCTAPACE dimensions for Organisational culture. This will be a 40-item instrument utilized to measure the extent to which employees believe and value these eight ethos (OCTAPACE) on a continuum of 5-point scale. Each cultural ethos was measured based on the response to 5 items per

ethos including value and belief. To check the reliability of data, all items will be tested before proceeding with data analysis. Besides, the Organization's Innovation will be assessed using the 27- items (as shown in Appendix i) which have been extracted from the study of A. Ibrahim, A. H. S. Zolait, S. Subramanian and A. V. Ashtiani. The items as suitable for the research study will also be developed and questionnaires will be administered to an adequate number of employees.

4.4 Significance of the study

This study will be significant in terms of explaining the major factors affecting and constituting Organizational culture and thereby driving innovations. This study is significant in many respects as it contributes to implications to various stakeholders and the sector as well for enhancing innovations along with value additions through theoretical developments.

5. Tentative Scheme of Chapterization

CHAPTER 1: INTRODUCTION

- 1.1 Introduction
- 1.2 Background and Problem Statement
- 1.3 Rationale of the study
- 1.4 Objectives of the study
- 1.5 Research Methodology
- 1.6 Significance of study
- 1.7 Structure of the thesis

CHAPTER 2: THEORETICAL FRAMEWORK AND LITERATURE REVIEW

- 2.1 Introduction
- 2.2 Theoretical Framework & Literature Review
- 2.3 Review of Literature Studies
- 2.4 Research gaps addressed
- 2.5 Conclusion

CHAPTER 3: RESEARCH METHODOLOGY

- 3.1.1 Introduction
- 3.1.2 Objectives & Research Approach

3.1.3 Research Design
3.1.4 Sampling Methodology
3.1.5 Data Collection
3.1.6 Techniques of Data Analysis
3.1.7 Limitations of the study
3.1.8 Conclusion
CHAPTER 4: ANALYSIS AND FINDINGS
4.1.1 Introduction
4.1.2 Results & Discussions
4.1.3 Summary of Main Findings
4.1.4 Conclusion
CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
5.2 Overview of Findings & Discussions
5.3 Contributions of the Study
5.3.1 Theoretical Contributions
5.3.2 Practical and Managerial Implications
5.4 Limitations of the Study
5.5 Scope of the study

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Appendix I

Items of Organizational Innovation (Taken from study of A. Ibrahim, A. H. S. Zolait*, S. Subramanian and A. V. Ashtiani)

1. When we cannot solve a problem using conventional methods, we improve on new methods
2. We get a lot of support from management if we try new ways of doing things
3. We are willing to try new ways of doing things and seek unusual novel solutions
4. We encourage people to think and behave in original and novel ways
5. Our corporate philosophy emphasises and encourage innovation
6. We allow acceptance of mistakes while doing new and uncertain things
7. In our company, ideas and suggestions of employees are valued and respected
8. In our company, management induce culture that encourage innovation
9. Our company management is outward looking with greater degree of willingness to accept external ideas
10. Our company executives are willing to take risks by unusual novel solutions to seize and explore chancy growth problem
11. We are dedicated to providing opportunities for leadership at levels in our organization
12. New Products and services in our company often take us against competitor
13. In comparison with our competitors, our products most recent Marketing programs is revolutionary in the market
14. In new product and service introduction, out company is often at the cutting edge of technology
15. The technology of our main machinery in use is very up-to-date
16. Our future investments in new machinery and equipment are significant compared with our annual turnover

17. Our future investment in new methods of production are significant compared with out annual turnover
18. In product and service introduction, our company is often first to the market
19. Our new products and services are often perceived as very novel by customers
20. In comparison with our competitors, our company has introduced more innovative products during the past 5 years
21. During the past 5 years, our company has developed many new management approaches
22. Key executives of the firm are willing to take risks to seize and explore chancy growth opportunities
23. During the past 5 years, our company has conducted many programs to impart awareness on innovation and creativity on products
24. When we locate a new location, consideration has been given on factors such as human competency and cluster related innovation
25. Our company's most recent new product introduction required a new form of advertising and promotion.
26. Our company provides individual freedom in decision making responsibility
27. Individuals are rewarded more intrinsically (i.e personally thanked By CEO/recognised for award than extrinsically

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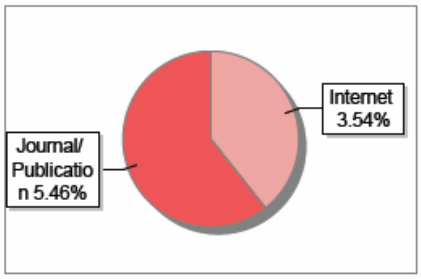

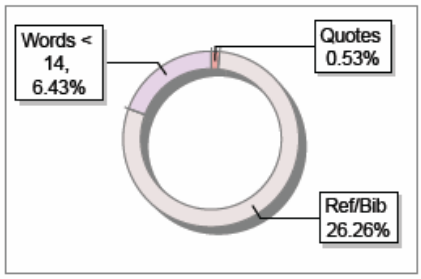

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